



## STATE OF WASHINGTON

### MILITARY DEPARTMENT EMERGENCY MANAGEMENT DIVISION

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## STRATEGIC PLAN

**April 13, 2001**

*Update February 2002*

### ***Vision:***

A disaster resistant Washington.

### ***Mission:***

Minimize the impacts of emergencies and disasters on the people, property, environment, and economy of Washington State.

### ***Director's Intent:***

- A. Sustain an organization that focuses resources to agencies closest to the incident, the public, and the community;
- B. Improve communications and coordination among all partners, stakeholders, and customers of emergency management programs;
- C. Improve our efficiency and service delivery through innovative processes;
- D. Develop and support employees who are recognized as subject matter experts in all emergency management principles;
- E. Maintain a division that is looked upon with respect for its employees' professional and dedicated service to the citizens of Washington State.

### ***Division Strategic Goals and Associated Strategies:***

- A. Increase involvement of stakeholders, partners, and customers in emergency management objectives to ensure maximum coordination of effort:

1. Increase the number of working arrangements: \*
    - a. Conduct seasonal applicant workshops;
    - b. Establish a method for addressing emergency recovery needs prior to accessing federal assistance;
    - c. Establish a fire mobilization process, including appropriate interfaces with other state agencies.
  2. Identify and understand the requirements and expectations of stakeholders, partners, and customers: \*
    - a. Determine EMD working arrangements and participation in activities, identify needs and requirements, and track our outcomes related to assistance provided to our stakeholders, partners, and customers;
    - b. Complete the statewide terrorist threat assessment and corresponding needs analysis for responder teams.
  3. Account for and respond to customer feedback.
- B. Establish and utilize risk assessment principles for addressing hazards and prioritizing resources:
1. Perform state hazard risk assessment in conjunction with our stakeholders. Conduct analysis of hazards identified in a coordinated hazard identification and vulnerability assessment document using proven tools such as Hazard U.S. (HAZUS), Geographical Information Systems (GIS), Federal Emergency Management Information System (FEMIS), internet-based analytical tools, and others as they become available:
    - a. Develop/identify hazard identification, risk assessment and vulnerability analysis (HIRAVA) tools;
    - b. Educate, use and distribute identified tools;
    - c. Publish State HIRAVA;

Achieve a 90% effective HIRAVA by June 2004.

2. Investigate and utilize new technologies in the division assessment process:

Develop HAZUS and GIS capabilities to interact with local jurisdictions.

- C. Increase communities' mitigation and disaster prevention efforts:

1. Encourage mitigation planning and implementation of mitigation measures:
  - a. Develop a mitigation policy to enhance statewide mitigation efforts;
  - b. Complete and distribute the hazard mitigation strategy;
  - c. Increase the sustainability of public infrastructure and life saving systems such as transportation systems, power grids, water systems, and critical care facilities;
  - d. Develop a state of Washington specific "Repetitive Flood Loss" strategy.
2. Increase the number of government and business entities that file disaster mitigation plans:\*
- a. Work with WAVOAD, Washington Associations of Counties/Cities to encourage the establishment of business forums in the Puget Sound area counties;
  - b. Increase the number of government/businesses that include hazard mitigation as a standard business practice.
3. Increase the number of communities recognized for mitigation efforts, including Project Impact:

Conduct regional Project Impact workshops.
4. Provide mitigation and related public education information resources to public policy makers.
- D. Enhance and facilitate the capability of communities to respond to and recover from disasters:
  1. Develop and integrate contingency plans to complement state emergency response and recovery plans:
    - a. Further develop catastrophic earthquake and recovery planning;
    - b. Enhance capability to maintain Washington State continuity of government services;
    - c. Place all state emergency management plans on the internet.
  2. Expand regional assistance capabilities and coordination:

\* Military Department Performance Measure

- a. Technical assistance visits are made to all counties needing and requesting such assistance to ensure alert and warning systems are operational and useful;
  - b. An annual Search and Rescue (SAR) training conference will be conducted to update volunteers and other SAR professionals on the latest search and rescue techniques.
3. Expand use of volunteers and reservists.
4. Maintain voice and data communications capability commensurate with EMD's responsibilities to support and integrate emergency response:
  - a. Issue and/or relay all alert and warning messages in such a manner that appropriate recipients receive the information in time to influence the situation;
  - b. Seek leadership positions in selected organization such as National Emergency Number Association (NENA), Telecommunications Association (TCA), Association of Public Safety Communications Officials, Inc. (APCO), National Association of State 911 Administrators (NASNA), Cellular Telephone & Internet Association (CTIA), and others.
5. Increase services provided via the internet, advanced telecommunications and information technology solutions.\*

Establish an internet-based capability for recovery tools.

E. Improve internal division business processes and critical infrastructures:

1. Enhance communication and manage change to increase effectiveness and efficiency:

Improve processes to facilitate efficiencies within EMD.

2. Conduct quarterly division assessment reviews to clarify priorities, communicate plans and clarify resource requirements:

Expand the use of performance-based program administration for discrete dedicated funding programs.

3. Improve employee performance feedback:

Conduct employee performance evaluations on schedule.\*

4. Increase opportunities for employee professional development.\*

\* Military Department Performance Measure

F. Enhance skill level of emergency management professionals and key public officials:

1. Develop and implement a concept to partnership and educate key public officials on emergency management issues within Washington;

Improve public education on limits of existing wireless 911 service and the importance of full wireless E911 service;

2. Provide quality “all hazard” training and exercises which meet customer needs and expectations through cooperative partnerships and innovative practices:
  - a. Develop public education materials for culturally diverse or physically, challenged populations;
  - b. Implement a public education program regarding the appropriate use for 911 and seven-digit non-emergency numbers;
  - c. Provide disaster recovery training for local governments and EMD staff;
  - d. Achieve automated customer interactive training capability;
  - e. Develop and implement an internet “on-line” training registration process.

/bgFeb02